

The Dynamics of a Team

Stages of Team Development

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This news letter is designed for Leaders in the Service Sector of our economy. Whether you are in Executive Management, Quality Improvement, Human Resources or a first or second level manager; if you are concerned with your company's capability to deliver cost effective quality services, this newsletter is intended for you. It will provide you with the critical knowledge and information that will empower you to:

1. design and deploy productive and cost effective management practices that drive the results you want to experience.
2. receive and understand the best practices for service sector companies.
3. guide and plan operational excellence in your area of accountability.

THE APPRENTICE

When people come together to achieve a goal – teamwork – a leader must be prepared for certain things to happen. On NBC's very successful program *The Apprentice* we have a unique opportunity to observe the power of group dynamics. Successful professionals come together with the object of competing to win the professional opportunity of a life time – to work for The Trump Organization and make lots of money! They must demonstrate, among other abilities, the skills of profit making, group dynamics, workplace politics and above all – LEADERSHIP! The corporate Darwinism we bear witness to on the show, is very much like what we go through on a daily basis. Only the strong survive!? NO! You will find, by watching the show, that only the most talented and most adaptable survive!

What to look for!

A team, like any other relationship, develops over time. In the beginning, no one really knows each other. And the working experience in the initial stages can be quite surreal. Over time, however, a team and its relationships mature through four predictable stages of development: **forming, storming, norming, and performing**. Each stage has its own emotional state which is important for the leader to recognize in order to overcome pitfalls and succeed.



You're not fired?

Stages of Team Development

Forming: In the first stage, team members want to know "What's expected of me? How do I fit in? What are the rules?" Anxiety quickly follows the initial excitement. But no one feels secure enough yet to be "real," so there is not too much open conflict.

Storming: During the second stage, enthusiasm usually gives way to frustration and anger. Team members struggle to find ways work together and everything seems awkward. Members struggle to negotiate the terms and conditions of their working relationships. You'll see mindless resistance, wrangling, hostile subgroups, jealousies, and general disgust with the whole transition of working together. In many respects, this stage is not unlike the second and third years of marriage.

Norming: During this stage, the team gradually gains its balance and enters the tranquil "norming" phase. People find standard ways to do routine things, they drop power plays and grand standing and everyone makes a conscious effort to get along. In fact, the main danger in this stage is that team members hold back their good ideas for fear of further conflict.

Performing: In this fourth and final phase, the team goes about its business with a great degree of confidence. By now, people have learned to disagree constructively, take measured risks, make adjustments & trade-offs, and applies their full energy to a variety of challenges. It is important to note that reaching this stage doesn't mean wedded bliss forever. A team can experience a stormy period at any time; like when it's under unusual pressure or losing and gaining new members.

Some Tips!

When forming, establish a little structure by helping the team develop operating guidelines and ground rules that attempt to regulate how the team will interact. When storming, stay focused on the work at hand, provide feedback on acceptable behaviors and recognize progress. When norming, help the team blow through their reticence, give team members new challenges and responsibilities. When performing, coach and guide performance and guard against group think.

For more information on team building and development write us at: info@helpingmakeithappen.com.

For more information regarding TPMG Training and Consulting Services contact (602) 728 0185 or visit the website at www.helpingmakeithappen.com

Stages of Team Development	Typical Emotional State
1. Forming	Anxious anticipation.
2. Storming	Anger, frustration.
3. Norming	Acceptance, fear of conflict.
4. Performing	Energetic self-confidence.

